Building Strategic Agility

Duke
CORPORATE EDUCATION

THE PROBLEM

" We've long believed that when the rate of change on the inside becomes slower than the rate of change outside, the end is in sight."

- Jack Welch, former CEO, GE

What is changing, and what makes it so difficult to keep pace?

How do you build the strategic agility to win?

90% of executives surveyed by the Economist Intelligence Unit believe that organizational agility is critical for business success.
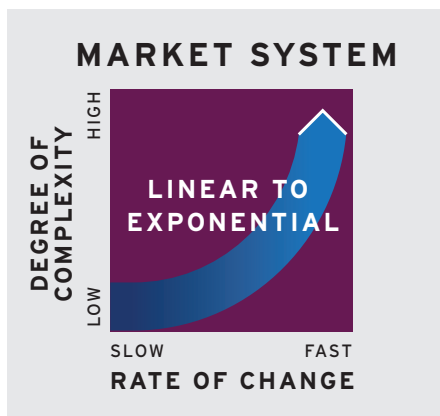
Duke CE

LINEAR TO EXPONENTIAL

CHANGE

Organizations designed for a predictable, linear world are now challenged to keep pace in markets where the scope and velocity of change is exponential, not linear. The perfect storm of globalization, new disruptive technologies and digitization is driving the pace of change and shifting the power balance between customers and companies, creating new forms of competition and challenging established industry boundaries.

COMPLEXITY

A simple way to think about complexity is that it increases exponentially as you increase the number of – and connections between – the variables in a system. Today we have a growing number of connected consumers, markets and things. And this has given rise to a new frontier of challenges – complex problems with more variables and, at best, probable answers.

MARKET SYSTEM

DEGREE OF COMPLEXITY

HIGH

LOW

LINEAR TO EXPONENTIAL

SLOW   FAST

RATE OF CHANGE

A projected 6.4 billion digitally-connected things are in use worldwide, with millions more connecting daily.
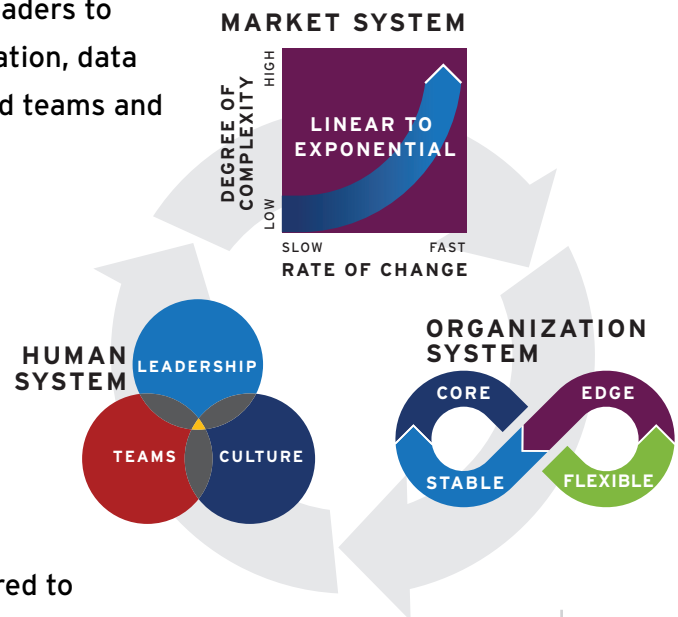
Source: Gartner

Duke^{CE}

NEW PARADIGM REQUIRED

This exponential rate of change and complexity in the market is stretching organizations and business models to their breaking points. Incremental improvements will no longer suffice. A new, more comprehensive strategic paradigm is needed – one that uproots long-held assumptions about markets, organizations and people. This paradigm also needs to reorient leaders to new thinking and ways to approach strategy, innovation, data and decision-making, while enabling leaders to build teams and cultures that are fit for the new digital age.

We need leaders who can make our organizations more strategically agile.

Leaders are the key to embedding the agility required to synchronize the pace of change internally to match the rate of change externally, and to deal with more complex problems at speed to capture value today and tomorrow. To do this they need to understand how to build more strategic agility into their businesses and become faster, flexible, and more resourceful themselves.

MARKET SYSTEM

DEGREE OF COMPLEXITY — HIGH / LOW

LINEAR TO EXPONENTIAL

SLOW — FAST
RATE OF CHANGE

HUMAN SYSTEM

LEADERSHIP

TEAMS   CULTURE

ORGANIZATION SYSTEM

CORE   EDGE

STABLE   FLEXIBLE

Duke CE

DESIGNING FOR IMPERMANENCE

Today, as Rita McGrath says,

"**Competitive advantage is transient and more like riding a wave. Even while riding one wave, the focus is on seeing and catching the next because the current wave will quickly dissipate.**"

In the past when predictability was higher, winning required finding a source of competitive advantage, building a moat around it, and scaling the business efficiently. In doing so, we created organizations where control was high, risk and variability low, and people stayed in their lanes and fulfilled their roles.

In this era of exponential change and complexity, competitive advantage is now transient and speed and flexibility are the differentiators. The leader's work is now to build strategic agility into their organizations to match the impermanence in the market.

Duke CE

BUILDING STRATEGIC AGILITY

Different and Distinctive

To address this need, Duke CE is introducing a ready-to-learn, online course on Building Strategic Agility. Our multidisciplinary approach is designed to help leaders be more agile and equip them with new skills, tools and instincts to navigate today's environment and build more strategic agility into their organizations. This course brings together a cadre of world-class academics and real-world practitioners with a wealth of leadership and industry experience.

- *New Sources of Competitive Advantage*: Rita McGrath - Professor, Columbia Business School
- *Customer-Centric Innovation:* Hari Nair - Senior Advisor, New Markets Advisors; Harvard Fellow
- *Digital Transformation:* Venkat Venkatraman - Professor, Boston University
- *The Agile Dashboard:* Joe Perfetti - Innovation Fellow, Duke CE
- *Harnessing Data Science for Business Impact:* Scott Gamester - VP, Data Science
- *Faster, Smarter Decisions:* Kathy Pearson - President, Enterprise Learning Solutions
- *Power of Purpose and Levers for Culture Change:* Michael Chavez - Global Managing Director, Duke CE
- *Agile Teams:* Scott Koerwer - VP and Vice Dean of Graduate Education, Geisinger

For Individuals
Self-paced online course:

- **Watch and learn** from provocative and practical video lessons
- **Ideas to action,** apply tools and frameworks back at work
- **Explore** related curated content to extend the learning
- **Download** a guide with frameworks and tools
- **Receive** a certificate from Duke CE

For Cohorts
A structured and supported blended solution:

- **A shared experience** that is scalable and cost-effective
- **Online materials** in the self-paced course
- **A series of live webinars** with faculty
- **Opportunity to build** a skilled, connected community of agility architects across the business to accelerate transformation

+   +   +   +   +

If you're looking to develop leaders who can build the strategic agility required for your business to compete and win today and tomorrow, we invite you to learn more.

Learn more and enroll today.

Duke CE